

**Point of View:
Interview with Ben Walnum**



When did you start with Griffith Company?

I was hired on at Griffith Company in 2012

What is your role here at Griffith Company, and what is a typical day like for you at work?

I am the Senior Project Manager for the Structures group. Currently, a typical day involves me managing my projects and Engineers from the Brea office. Our main goal is to keep the focus on our field crews moving forward as efficiently as possible. To do this we ensure all submittals are approved prior to starting work, the work is reviewed and planned with the superintendent and foreman, and in most cases our work is modeled in 3D to help identify any issues with the contract documents and helps us plan out the work. Most days are full of meetings and juggling those meetings along with estimating new work and addressing the day to day project issues makes the days fly by.

What do you enjoy most about your job?

I enjoy the people that I get to work with and to be able to problem solve every day. Every day presents a new challenge and we've built a strong group that collectively works through these challenges to get to the best solutions. I still learn something new almost every day, and I'm constantly building up my mental toolbox that I can apply to future problems. Another enjoyable aspect is to see the completed structures in the field that all of the hard work and planning goes in to.

What do you like to do during your spare time?

In my spare time I enjoy deep sea fishing, playing disc golf, and being in the outdoors.

What would people be surprised to learn about you?

I grew up in a small town in Oregon and I'm the first person



in my family to go to college. I moved to California after college for work and I've been here ever since.

What do you value most about Griffith Company?

First and foremost Griffith has provided me an excellent opportunity to provide for my family. Second to that, what sets Griffith company apart from the other companies that could do that is that I have been able to be actively engaged in the changes that the company has made in the last ten plus years. Management has always been open to hearing new ideas and implementing new policies to make us better as a company. I have been given enough authority to learn and make mistakes, but I've always felt like I have the full support of the people above and next to me when I need help. This is what makes Griffith different and a great place to work.

**Point of View:
Interview with Taurean Cox**



When did you start with Griffith Company?

In 2014 when Griffith Company acquired the company that I worked for, Innovative Concrete. I took a position in the accounting department.

What is your role here at Griffith Company, and what is a typical day like for you at work?

I am a Senior Project Engineer. I start my day by reviewing/ approving timesheets and invoices. I follow up with my project Foreman &

Superintendent to discuss my current projects and see if they need any support from me. Then I start to check items off my "To-Do" list which usually consists of tracking project progress, billings, change orders, RFIs, submittals and estimating. There is always an impromptu problem-solving task for the day.

What do you enjoy most about your job?

I like being a part of a project's success (and coming in under budget). It's nice to see the finished product that will be around for many years to come.

What do you like to do during your spare time?

Spending time with friends and family. We watch movies and have game nights. I also like to read and practice lettering.

What would people be surprised to learn about you?

I have only worked in the construction industry. My first job was with a paving contractor in 2003 and I have been in the industry for 20 years. I have held many positions in a construction office. At one time I was licensed as an A General Engineering Contractor.

What do you value most about Griffith Company?

The opportunities that have been presented to me as a woman in operations. I enjoy working with my team and the family/helpful atmosphere. The fact a good number of employees have been with Griffith many, many years. It shows opportunity for growth and employee happiness. Lastly and most importantly - The ESOP.

Griffith Grapevine

Birth Announcements

Congratulations to **Jose Correa** from our Landscape Division and his wife Christina, on the birth of their baby girl! Catalina Naomi Cerna was born on August 26th, weighed 7 lbs 11oz and was 19.5" long.



SAFETY CORNER By Randy E. Franklin, CSP, Corporate Safety Director

The Power of Great Safety Observations

Safety observations have been around for a couple of decades now and are universally understood to be the backbone of any great safety program. Griffith Company has a safety observation process through Safety Mojo. Frontline supervisors and managers are asked to complete one safety observation per week. Most are committed to this process. Sadly, many are not.



Safety observations are golden opportunities for front line supervisors and managers to engage with workers on safety issues every day. Taking a photo of a worker wearing proper PPE and submitting it as a "safe" observation is nearly a wasted effort, especially if no conversation took place. Stopping a worker who is about to use a cut-off saw without a face shield and having a calm, polite discussion on the importance of protecting one's face and eyes is the type of safety observation that makes a difference. Any great safety observation will be accompanied by a **conversation** that surrounds the observed behavior. The whole idea is to observe at-risk behaviors, have a conversation about it, and have an agreement that the at-risk behavior will change going forward. That is the real power behind Safety Observations; the in-field opportunity for Griffith leaders to authentically engage with workers and have **meaningful discussions** around safe and at-risk work behaviors that demonstrates your care.

Conversations about at-risk observations are very easy if one can remember just a few basic rules. 1) Start by recognizing something positive the worker is doing. This will set them at ease. 2) ASK them to identify the at-risk behavior you observed. i.e., "I am concerned with something I see you doing, do you know what that is?" This gets their brain working by mentally reviewing what they were about to do. Don't be so quick to point it out; Let them struggle and think a bit. Offer them a clue if necessary to get them to hone in on the at-risk behavior. 3) Once the at-risk behavior is identified, drive it to the worst possible consequence; again, ASK them "what is the worst thing that can happen if you _____?". This will paint a very vivid picture in their own mind of the potential pain, broken bone, disfigurement, or disease that might occur if they continue. Finally, 4) Get them to agree that they will not do that at-risk behavior again and seal the deal with a handshake. Simple!

I would like to challenge each foreman, superintendent, and manager to make December the month where we start to practice meaningful and authentic Safety Observations each week. The ones that include a real **conversation** about safe and at-risk work behaviors. The ones that can really make a difference and demonstrate our commitment to sending everyone home safely every day.

Happy Holidays!

Randy E Franklin, CSP
Corporate Safety Director

Please join us in congratulating **Zachary Hillman** and Cristina on the birth of their son, Aurelio Jeffrey Mercado-Hillman. Aurelio was born on October 18th at 2:07am, weighing 7lbs 6oz and was 21" long.



GRIFFITH COMPANY

The *Griffith Company News* is published four times per year in order to keep our employees better informed of Griffith Company events and accomplishments.



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A Manager's Perspective:

By Walt Weishaar
Vice President / Regional Manager, Central Reion

Maintaining our core values while navigating an ever-changing landscape.

Reflecting on everything which has changed since my last Manager's Perspective in 2020, I'm struck by what an incredibly

fashion that has produced year-over-year growth within our company. I believe this is in no small part due to the

executing our work in the safest manner possible. As our business environment continues to evolve, and new challenges arise, remember we are Griffith Company. We got here by adhering to our guiding principles and we will successfully traverse the current and the looming future onslaught of challenges by doing the same.



CRB Crew

Central Region is once again firing on all cylinders, cranking out materials and putting work in place at a feverish pace as we wrap up 2023.

different and complex business environment we must currently navigate. From overreaching governmental regulations, customers operating in bad faith, ever-increasing third-party liabilities and threats permeating our work environment in every means imaginable, to the lingering effect of the never-ending global pandemic. And yet despite all those challenges we have managed to not only survive, where many others have floundered, but to do so in

people who make up Griffith Company, adhering to the guiding principles embedded

within our Mission Statement, Vision Statement, Core Policies and The Griffith Way as we diligently strive to achieve our yearly business plans while consistently

Plants. White Lane acquired Big Red from the Crushing Division last year. Mike Williams and his team revived the unit allowing them to crush as materials come in and the workload at GERP allows, balancing out the aggregate side of our plant business. The recycled aggregate business is very different in the Valley from the



Gerp 8.31.23

Griffith Company is an equal opportunity employer and an employee-owned company.

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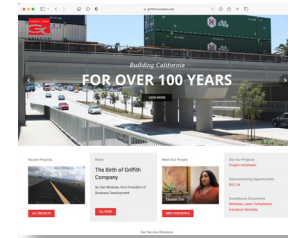
Upcoming Events:

Monday, December 25
Christmas Day

Monday, January 1
New Year's Day

Monday, March 18
Annual Stockholders Meeting & Quarterly Board Meeting

Visit us on the Web at:
www.griffithcompany.net



CEO'S CORNER



Jaimie Angus

Griffith Company Present and Future

By Jaimie Angus, President & CEO

Once again, we are coming up on the closing of another good year. Year-end results will be similar to last year in terms of beating business plan on profit. We should see another year of 15% stock growth and our backlog is at an all-time high, exceeding \$800 million. This does not happen without all our employees working smart and hard, doing the discipline of the business. Thank you all for your hard work; our company never stops impressing me.

In mid-November, we are having a Superintendents Retreat in Palm Desert for a little fun, strategic planning, and process planning for our future. I look forward to this because we are a Superintendent-driven company, and we recognize that profitability starts with the proper planning and execution of our work. Our craft workers are the backbone of our company, and we are here to clear the path for them to perform. This retreat will be collaborative and will include lots of discussion about workforce development for the future growth of our company.

Finally, I want to mention our largest Alternative Delivery project we were just awarded, The BNSF - Barstow International Gateway (BIG). This project is a CMGC project and a joint venture with Granite Construction at a 70/30 split. Granite will be the lead on this project, and we are excited to work with them, in addition to one of our preferred customers, BNSF.

This facility, with an estimated cost of up to 1.5 Billion Dollars, is poised to become the largest and most state-of-the-art, master-planned, integrated Rail facility in Southern California, and the first one built by a Class I railroad.

The BIG Intermodal Facility will be constructed west of Barstow, California, approximately 130 miles from Ports of Los Angeles and Long Beach.

The facility will be built in a 4,500 Acre Parcel where BNSF has operated a railyard for more than 140 years. This project will be 2 years in design and permitting, and 3 years in construction.

This is the most substantial undertaking in the recent history of Griffith Company. Our journey with this project will not only be game changing, but pivotal to our future. This will surely elevate our position in the Alternative Delivery pursuits, and in the construction industry as a whole. Griffith Company has been investing in a team of employees for over 5 years to get to this point. It is exciting to see it come to fruition. Great job to our Alternative Delivery Pursuits and Operations teams, led by Kash Khan and John Gutierrez.

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LA Basin, focusing on sales of Spec Materials instead of tipping fees.



Spray Paving Watsonville

GERP (Griffith Edmonston Road Plant) GERP was acquired by Griffith Company in the mid 90's as an aggregate production facility which had fallen into bankruptcy. Over the years



The Motley Money Makers

we added the hot plant, HMA silos, lime plant, rubber plant and modernized the aggregate production side including new jaw and cone crushers and feeder system, wet side for washing concrete aggregates,

a thickener to reclaim the wash water and pads for washed aggregate storage. All of this to streamline production and allow us the autonomy to produce virtually all the materials we need to construct our projects inhouse, adding to the dynamics of vertical integration and allowing the quality control management demanded by today's owners and agencies. The current paving season will run through mid-December after which we will remove and salvage the 70's vintage hot plant that was installed after Griffith Company acquired the facility and replace it with

a new higher capacity, energy efficient and load / capacity matched unit which has been residing in the staging area for about 7 months.

Allen Richter and his team have been keeping the old girl running despite her best efforts to implode as we spun through the final paving season on a unit long overdue for replacement.

Construction.

Scott Miles, Central's sole dedicated estimator along with Contract Administrator Heather Brand, and the project managers who occasionally bid work have done a great

job of keeping the plate loaded with good backlog. AJ Robinson and his team have been doing an amazing job of keeping the projects lined up and the obstacles clear so the talented craftworkers of the Central Region can construct the projects

efficiently. The CRB joint venture will achieve substantial completion of the construction phase by year end and

shift into noncontract work and cleanup. Kash Khan, Anthony Phillips, John Sturgeon and many others have all been invaluable in the overall success of the project. Eric Eucce, Edward Torres, and Garrett

Brown are wrapping up the CRCP JV and looking forward to kicking off the 184 project this winter. Austin Fitch and AJ Robinson have handled the rigors of our bread-and-butter work for the region laying



New Drum GERP

substantial HMA and RHMA tonnages again this year while earning record smoothness awards and introducing new agencies to the Rubberized Asphalt advantage. Grant Robinson is busy focusing on the rental market, landing the largest BWC rental to date with DeSilva Gates. Dispatcher Erin Allison is busy keeping everyone and everything constantly rolling to the correct locations at the proper time so we can successfully construct our work. Barbara Newton and her talented Administration team keep it all rolling along smoothly so the team can focus on their individual areas of responsibility.

In closing my challenge to you is my challenge to myself. Stay focused, reflect on 2023, recognize your achievements and recognize where you can improve. Then set a plan to do so as we roll into 2024 with a BHAG to beat 2023's results together.

Respectfully,
W2

KUDOS KORNER

Griffith Quarterly Photo Competition

By Ron Roberts, Recruitment & Public Relations Specialist

Kudos to our Winner and Runner Up for the 2nd Quarter of our "Griffith Quarterly Photo competition" were **Harjot Chahal** and **Carol Lee** respectively.

2nd Quarter Awardees (2023)

■ Winner: **Harjot Chahal** - Think Outside the Box, San Diego International Airport



■ Runners-Up: **Carol Lee** - Installing Shoring Boxes Over Dewatering Well Points, Cogswell Dam



PROMOTION

Kudos to the following employees on their well-deserved promotions (July to Present).

- Christian Montes** - Senior Project Engineer, Southern Region
- Rosie Guerrero** - Senior Project Engineer, Landscape Division
- Steven Becerra** - Senior Project Engineer, Southern Region
- Shelly White** - Claims Manager, Safety
- William "Todd" Johnson** - Senior Project Engineer, Southern Region
- Awad Issa** - Assistant Project Manager, Southern Region
- Scott Sherman** - Assistant Project Manager, Southern Region

Griffith Company Vanguard JV was awarded a Partnering Success in Motion Award on September 7, 2023. Congratulations to Nathan Lopez, Jim Pardee, Kyle Hunter, Awad Issa, Stephen Baca, Brian Watson, and the rest of the Griffith Company team on earning this recognition for their partnering efforts on the 57 Freeway Improvements project.



Griffith Company Vanguard JV 2023 Partnering Success in Motion Award

2022 Grand Prize Safety Raffle Winner, **Richard Robledo** from our Underground Division enjoyed his 5-day trip to Waikiki, Hawaii in late August. We appreciate Richard's commitment to making Safety a top priority. CONGRATULATIONS



Richard Robledo Hawaii trip



Employee raffles are always a great way to have fun and show employee appreciation. There have been several items given away this year; from Angels game tickets, gym equipment to MLB memorabilia! Congratulations to our recent winner, **Jorge Santiago** for winning Dodgers memorabilia.

WELCOME, NEW HIRES!



Vivian Alva Alvarado
Project Administrator



Armando Arroyo
Estimator



Enrique Barajas
Project Engineer



Carlos Bilbao
Project Manager



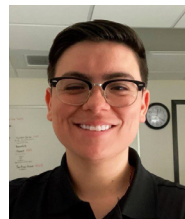
Rebecca Carrillo
AP Clerk



Jason Goldsbrough
Senior Project Manager



Ashton Harris
Administrative Assistant



Felicia Hernandez
IT Support Technician



Nicholas Howell
Project Engineer



Andrew Kwok
Estimator I



Amie Larson
Office Mgr



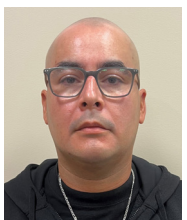
Karmaliah Lewis
Project Engineer



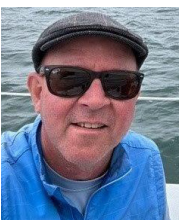
Quynh Linero
AP Clerk



Jamie Lutz
Office Manager



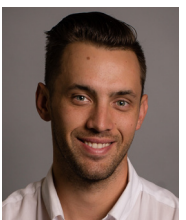
Jonathan Molina
Balderrama
Weighmaster



John Murnan
Senior Project Manager



Niravkumar Patel
Project Engineer



Kyle Reed
Estimator/Project Mgr



Laura Trujillo
AP Clerk



Albert Veytia
Division Safety Manager



Eric Viado
Business Development
Manager



Douglas Westbrook
Project Manager



Gary Wothers
Estimator I



Amanda Arias,
HR Coordinator